

Natural Gas Utility Fleet Services Analysis

understand. collaborate. implement.

A Service-focused Current-state Analysis project to develop a comprehensive strategic roadmap to set the improvement path for the Natural Gas Utility Fleet Services organization for the next 3-5 years, including the identification and evaluation of current service offerings, and the processes and resources that support them.

Overview

- Define the internal and external service offerings for the newly formed Fleet Services organization along with supporting processes, systems, and resources
- Identify resource constraints and determine future staffing requirements
- Identify opportunities for automation of manual operational processes
- Assess the quality of current data reporting and business analytics
- Identify opportunities to streamline operational processes and eliminate waste

Participants

- EVP, Engineering & Operations
- VP, Engineering Services & Supply Chain
- Managing Director, Supply Chain
- Manager, Fleet Services
- Fleet Business Analyst, Fleet Services
- Fleet Analyst, Fleet Services

Approach

- Determine business needs, gaps, constraints, dependencies, priorities, and issues / risks across Services and business owners (based on quantitative and qualitative data)
- Develop a standardized definition of a service to be used across the Fleet Services organization
- Document suppliers, inputs, processes, outputs, and customers (SIPOC) for each service
- Analyze performance, financial and operational data and processes
- Determine technical capabilities and challenges and potential impacts to the business
- Identify initiatives required to move from current-state to future-state
- Define 2010/2011 Business Process Excellence Strategy Roadmap through prioritization and filtering of initiatives
- Conduct financial analysis comparing the total cost for each Fleet Services service delivery to its inherent risk scoring and the total number of annual deliveries

Results

- Defined 24 internal and external services with 64 supporting processes performed by Fleet Services organization
- Assigned critical activities performed in the Fleet Services organization into four service cost categories: Capital, Operating, Maintenance, Administrative, in order to effectively benchmark industry best practices and identify improvement opportunities
- Quantified risk level of all services and processes enabling the prioritization of required risk mitigation planning and future continuous improvement initiatives based upon identified inherent risk scores
- Quantified maturity level of all services and processes revealing the quality level of social/business process documentation, extent of standardization, and ability to track service-level performance against customer requirements